

Break for Mental Health

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QTIP Mental Health Integration Coordinator, SCDHHS

August 2019 Learning Collaborative





“I sorry, my brakes no work so good.”

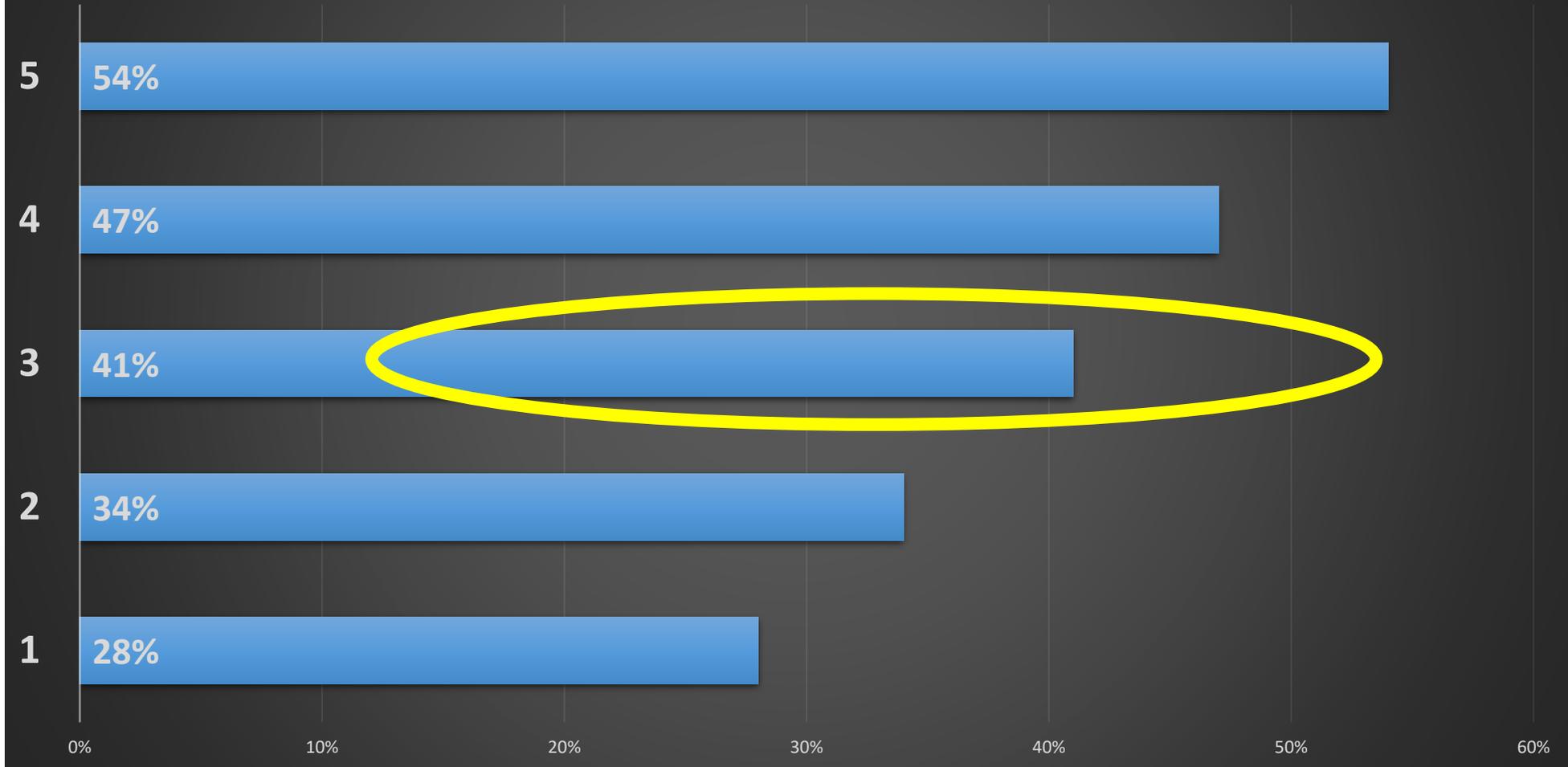


Agenda:

- What is it?
- Who is affected?
- What can be done about it?

Data is about pediatricians...Interventions are clinic wide

Which Physicians are Most Burned Out?

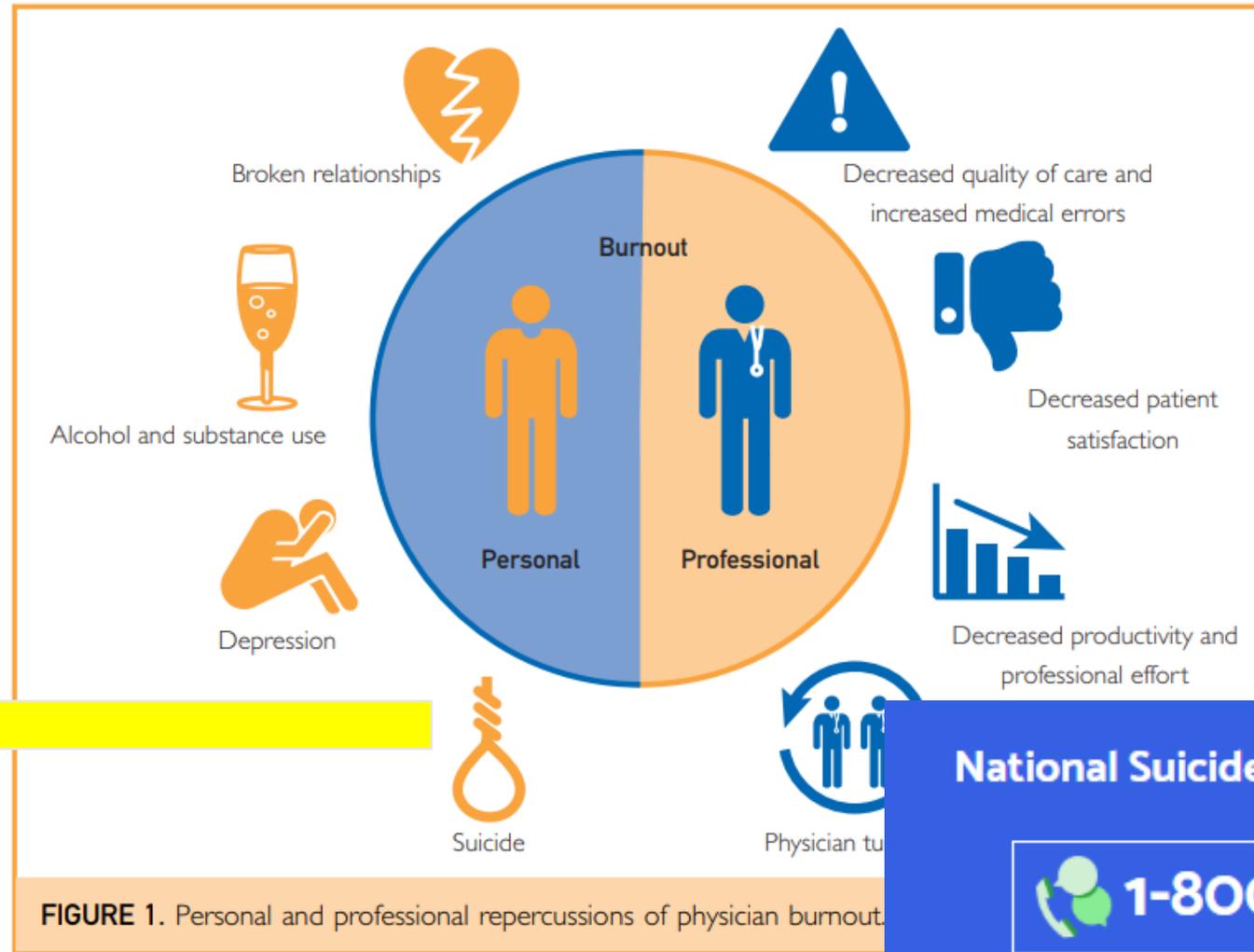


<https://www.medscape.com/slideshow/2018-lifestyle-burnout-depression-6009235#3>

Not all specialties shown here

Mayo Clinic...

[https://www.mayoclinicproceedings.org/article/S0025-6196\(16\)30625-5/pdf](https://www.mayoclinicproceedings.org/article/S0025-6196(16)30625-5/pdf)



National Suicide Prevention Lifeline



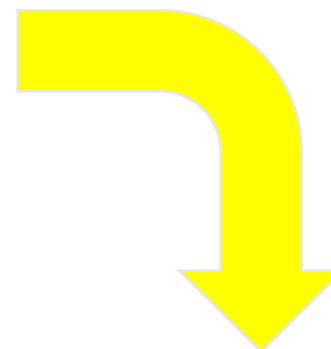
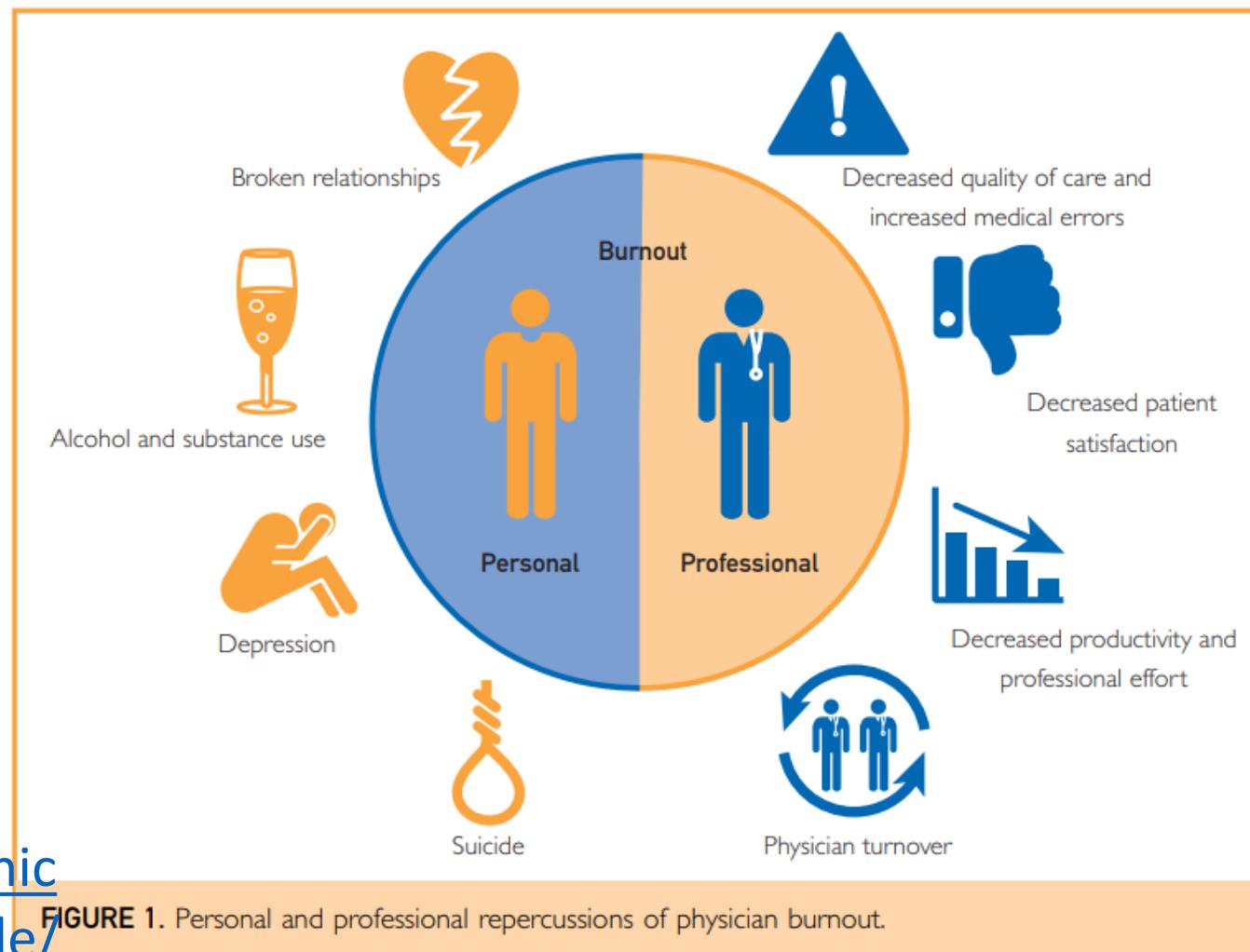
1-800-273-8255

CHAT WITH LIFELINE

one doctor
commits suicide in
the US every day

<https://www.webmd.com/mental-health/news/20180508/doctors-suicide-rate-highest-of-any-profession#1>

Mayo Clinic...



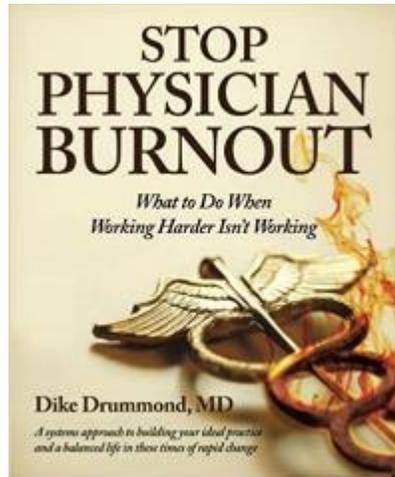
physician burnout costs the US about \$4.6 billion annually, or about \$7,600 annually per employed physician

[https://www.mayoclinicproceedings.org/article/S0025-6196\(16\)30625-5/pdf](https://www.mayoclinicproceedings.org/article/S0025-6196(16)30625-5/pdf)

<https://www.ama-assn.org/practice-management/physician-health/burnout-s-mounting-price-tag-what-it-s-costing-your>



World Health Organization

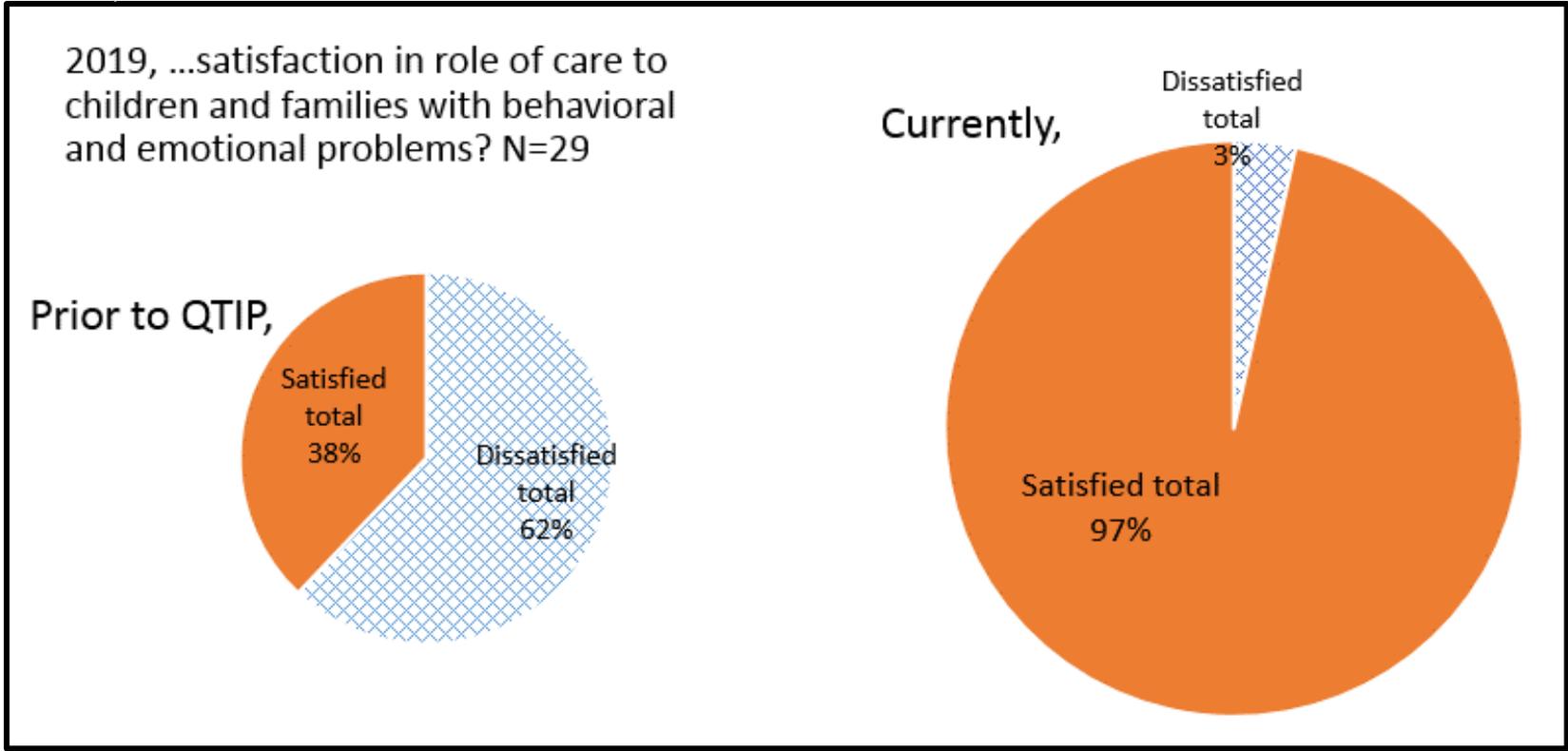
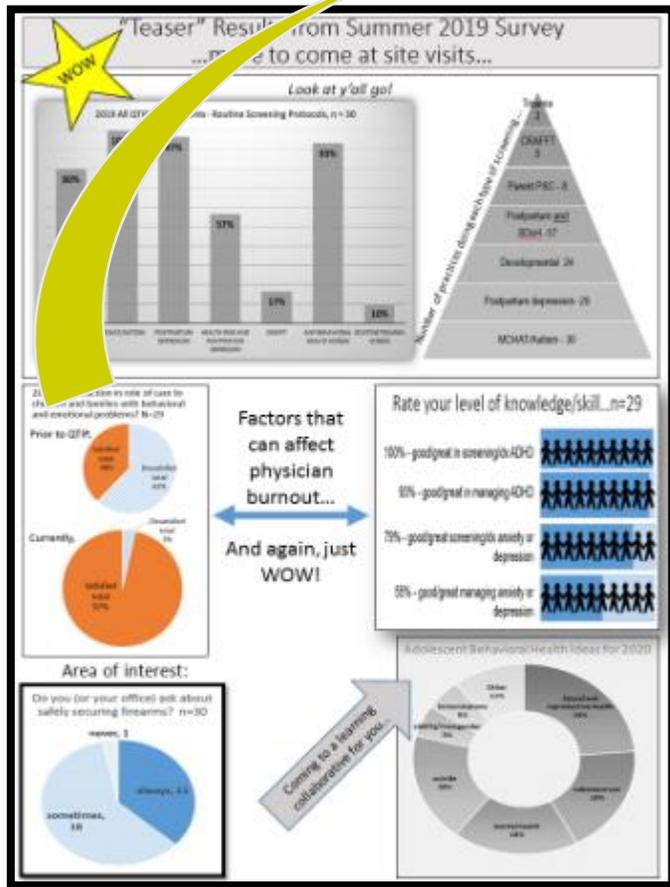


<https://www.thehappy.md.com/blog/bid/295048/Physician-Burnout-Why-its-not-a-Fair-Fight>

Burnout:

1. Feelings of energy depletion or exhaustion,
 - *Depleted; not able to recover during non-working hours*
2. Increased mental distance from one's job, or feelings of negativism or cynicism related to one's job,
 - *Sarcasm, feeling 'put upon' by your patients*
3. Reduced professional efficacy
 - *Can't see the value in your work*
 - *See self as incompetent*

<https://www.hrmorning.com/news/employee-burnout-officially-recognized/>





SPECIAL ARTICLE

Executive Leadership and Physician Well-being: Nine Organizational Strategies to Promote Engagement and Reduce Burnout



Tait D. Shanafelt, MD, and John H. Noseworthy, MD, CEO

Abstract

These are challenging times for health care executives. The health care field is experiencing unprecedented changes that threaten the survival of many health care organizations. To successfully navigate these

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In the two years they implemented these strategies, physician burnout:



Executive

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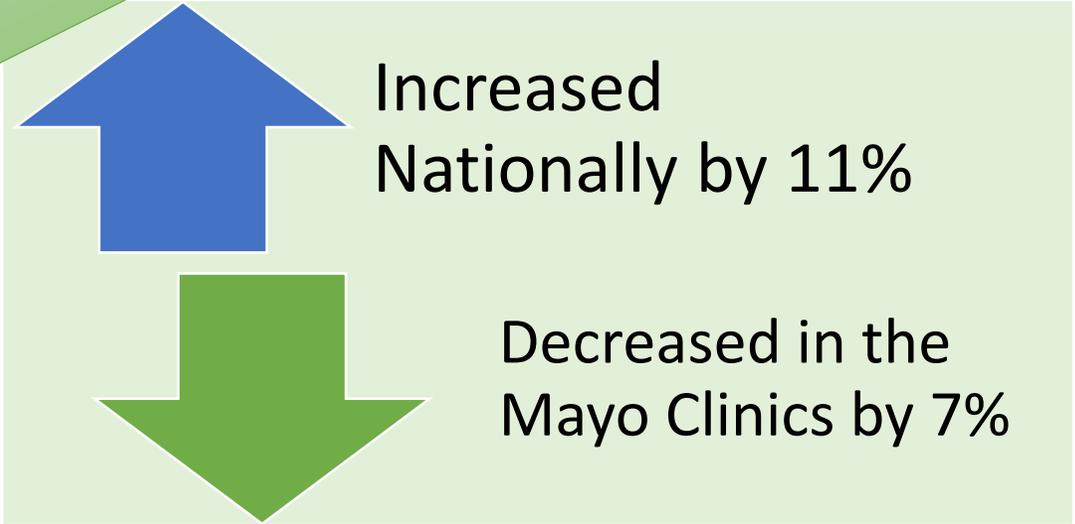
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Ta and John H. Noseworthy, MD, CEO

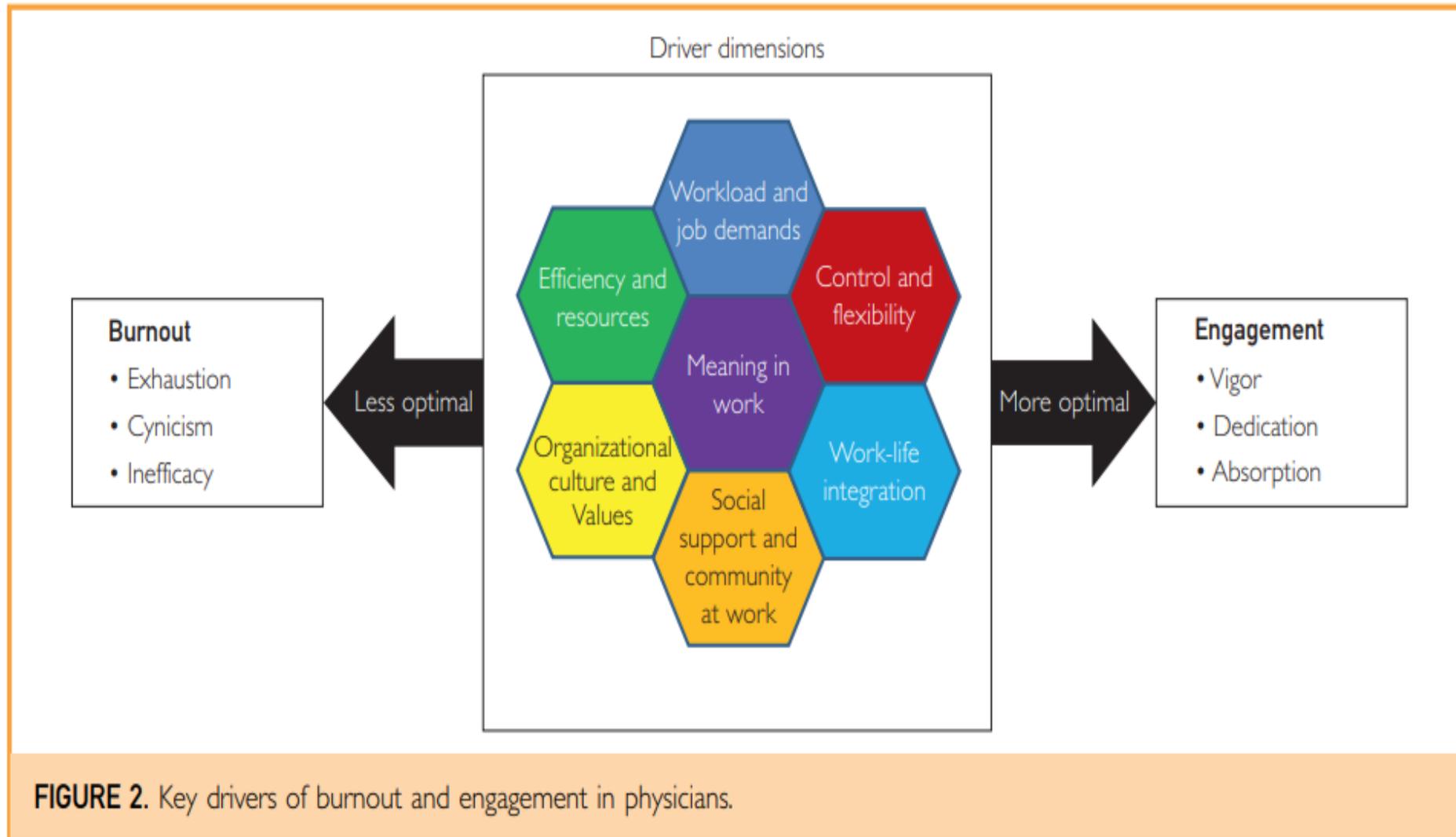
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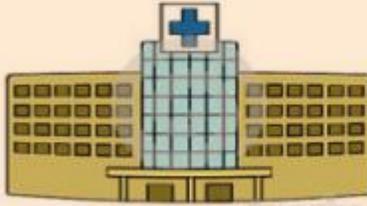


**non-physician
employee burnout
reduced also!**

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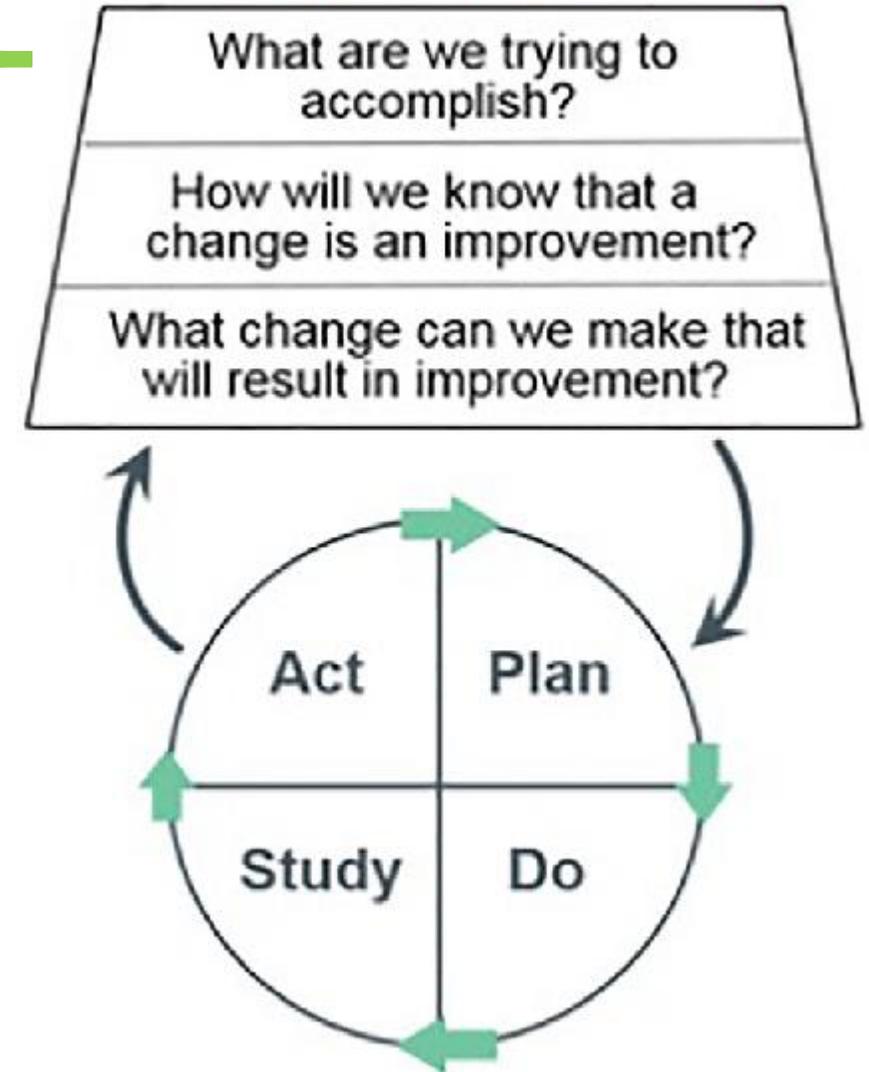
<p>Drivers of burnout and engagement in physicians</p>	 <p>Individual factors</p>	 <p>Work unit factors</p>	 <p>Organization factors</p>	 <p>National factors</p>
	<ul style="list-style-type: none"> • Priorities and values • Personal characteristics <ul style="list-style-type: none"> - Spouse/partner - Children/dependents - Health issues 	<ul style="list-style-type: none"> • Call schedule • Structure night/weekend coverage • Cross-coverage for time away • Expectations/role models 	<ul style="list-style-type: none"> • Vacation policies • Sick/medical leave • Policies <ul style="list-style-type: none"> - Part-time work - Flexible scheduling • Expectations/role models 	<ul style="list-style-type: none"> • Requirements for: <ul style="list-style-type: none"> - Maintenance certification - Licensing • Regulations that increase clerical work

[https://www.mayoclinicproceedings.org/article/S0025-6196\(16\)30625-5/pdf](https://www.mayoclinicproceedings.org/article/S0025-6196(16)30625-5/pdf)

-  Acknowledge and assess the problem
-  Harness the power of leadership
-  Develop and implement targeted work unit interventions^a
-  Cultivate community at work
-  Use rewards and incentives wisely
-  Align values and strengthen culture
-  Promote flexibility and work-life integration
-  Provide resources to promote resilience and self-care
-  Facilitate and fund organizational science

FIGURE 5. Organizational strategies to reduce burnout and promote physician engagement. ^aOften will focus on improving efficiency and reducing clerical burden but should focus on whichever driver dimension (Figure 1) deemed most important by members of the work unit (Figure 3).

Model for Improvement



[https://www.mayoclinicproceedings.org/article/S0025-6196\(16\)30625-5/pdf](https://www.mayoclinicproceedings.org/article/S0025-6196(16)30625-5/pdf)

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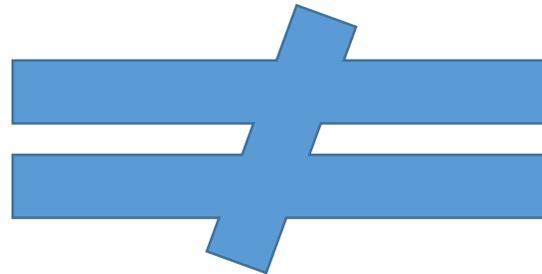
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At the risk of watering down terms...

Burn out

Too much to do, not enough time or resources to do it



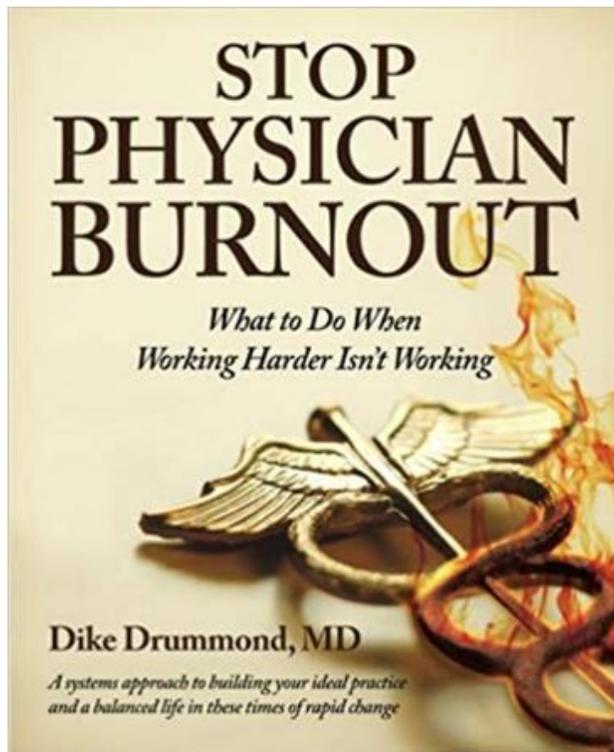
Compassion Fatigue

The stories are too much. The amount of emotional energy is too much.



Self-Care

- * Gratitude
- * Mindfulness
- * Rituals



Females

Stage 1.

- Emotional Exhaustion

Stage 2

- Depersonalization and cynicism

Stage 3

- Does my work make a difference?

Males

Stage 1

- Depersonalization and cynicism

Stage 2

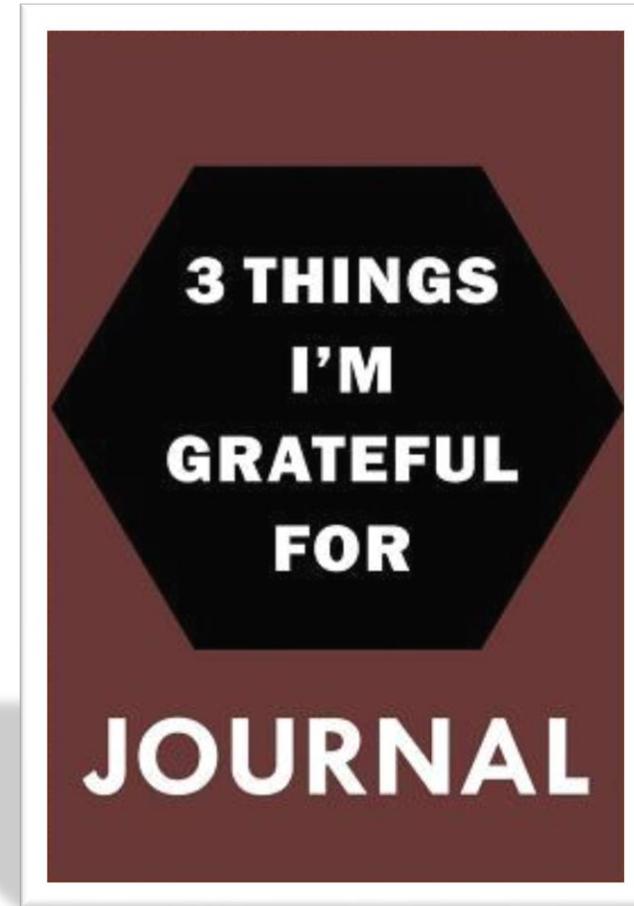
- Emotional Exhaustion

<https://www.thehappy.md.com/blog/bid/294952/physician-burnout-presents-differently-in-male-and-female-doctors>

Gratitude as Medicine: A Survival Kit for Health Care Organizations

THE GREATER GOOD SCIENCE CENTER AT UC BERKELEY

[https://ggsc.berkeley.edu/images/uploads/Gratitude as Medicine Survival Kit.pdf](https://ggsc.berkeley.edu/images/uploads/Gratitude%20as%20Medicine%20Survival%20Kit.pdf)



<https://youtu.be/ZOGAp9dw8Ac>

Professional Well-Being

Want to take quizzes and track your credits? [Sign Up](#)

<https://edhub.ama-assn.org/steps-forward/pages/professional-well-being>

Want to take quizzes and track your credits? [Sign Up](#) [Sign In](#)

Professional Well-Being

Physician well-being is influenced by both organizational and individual factors. This collection of AMA's STEPS Forward™ modules offer strategies on how to engage health system leadership, understanding physician burnout and how to address it, as well as developing a culture that supports physician well-being.

- 0.5 Credit CME**
Identifying the Optimal Panel Sizes for Primary Care Physicians
Determine and adjust panel sizes based on patient and practice variables
- 0.5 Credit CME**
Preventing Physician Distress and Suicide
Recognize and respond to physician distress and suicidal behavior
- 0.5 Credit CME**
Appreciative Inquiry: Fostering Positive Culture
Boost resilience and collaboration
- 0.5 Credit CME**
Physician Wellness: Preventing Resident and Fellow Burnout
Create a holistic, supportive culture of wellness
- 0.5 Credit CME**
Physician Burnout
Improve patient satisfaction, quality outcomes and retention
- 0.5 Credit CME**
Physician Well-Being
Foster self-care and protect against burnout
Q TIP Summer 2019

Practice Transformation

- Leading Change (7)
- Patient Care (17)
- Professional Well-Being**
- Technology and Finance (7)
- Workflow and Process (16)

BROWSE ALL MODULES

[Practice Assessment Tool](#)

Take a Mindfulness Class



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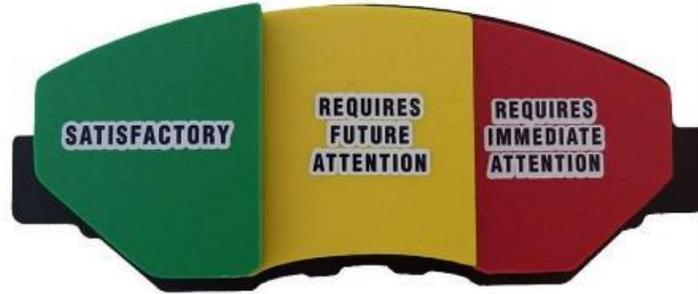
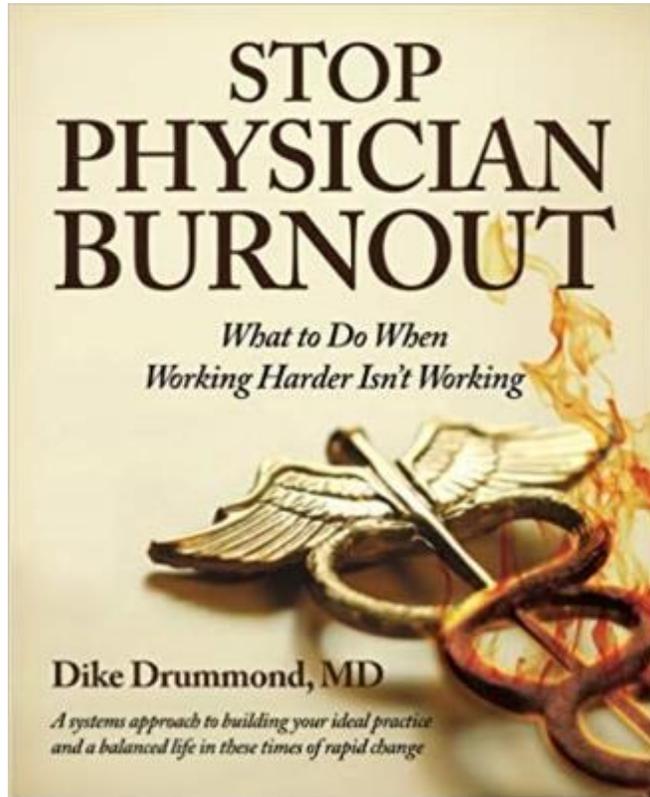
<https://www.google.com/url?sa=i&source=images&cd=&ved=2ahUKEwjuJ401rzjAhUJUK0KH4wAB8QjRx6BAgBEAU&url=https%3A%2F%2Fwww.wonderopolis.org%2Fwonder%2Fwhy-is-hot-water-foggy&psig=A0vVaw2IIdzCN56TcTTdMn7BINua&ust=1563477023498352>

Rituals

What are
your daily rituals?



B-R-E-A-K AWARENESS TOOLS



MAYO CLINIC SPECIAL ARTICLE

Executive Leadership and Physician Well-being: Nine Organizational Strategies to Promote Engagement and Reduce Burnout

Tali D. Sharshaf, MD, and John H. Noseworthy, MD, CFO

Abstract

These are challenging times for health care executives. The health care field is experiencing unprecedented changes that threaten the survival of many health care organizations. To successfully navigate these challenges, health care executives need committed and productive physicians working in collaboration with organization leaders. Unfortunately, national studies suggest that at least 50% of US physicians are experiencing professional burnout, indicating that most executives face this challenge with a disheartened physician workforce. Burnout is a syndrome characterized by exhaustion, cynicism, and reduced effectiveness. Physician burnout has been shown to influence quality of care, patient safety, physician turnover, and patient satisfaction. Although burnout is a system issue, most institutions operate under the erroneous framework that burnout and professional satisfaction are solely the responsibility of the individual physician. Engagement is the positive antithesis of burnout and is characterized by vigor, dedication, and absorption in work. There is a strong business case for organizations to invest in efforts to reduce physician burnout and promote engagement. Herein, we summarize 9 organizational strategies to promote physician engagement and describe how we have operationalized some of these approaches at Mayo Clinic. Our experience demonstrates that deliberate, sustained, and comprehensive efforts by the organization to reduce burnout and promote engagement can make a difference. Many effective interventions are relatively inexpensive, and small investments can have a large impact. Leadership and sustained attention from the highest level of the organization are the keys to making progress.

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Articles:

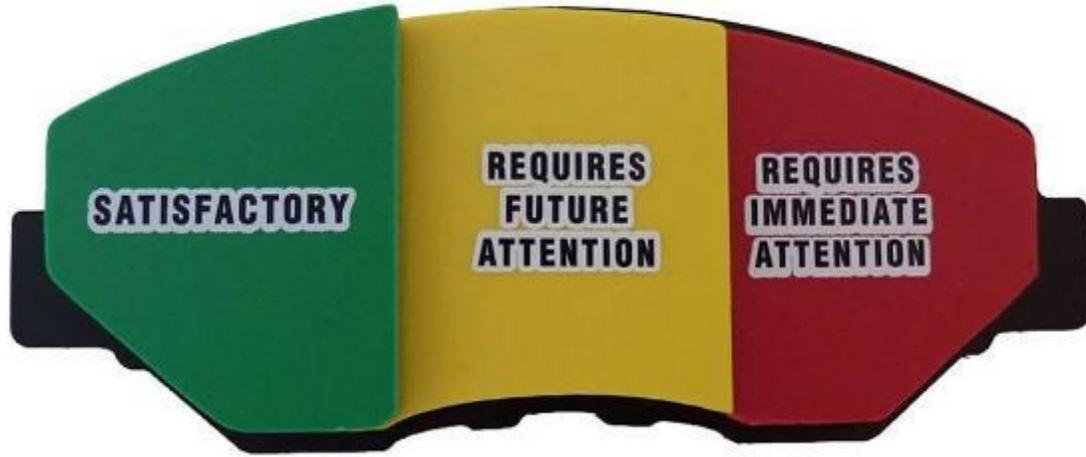
- Preventing Physician Distress and Suicide
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B-R-E-A-K AWARENESS TOOLS

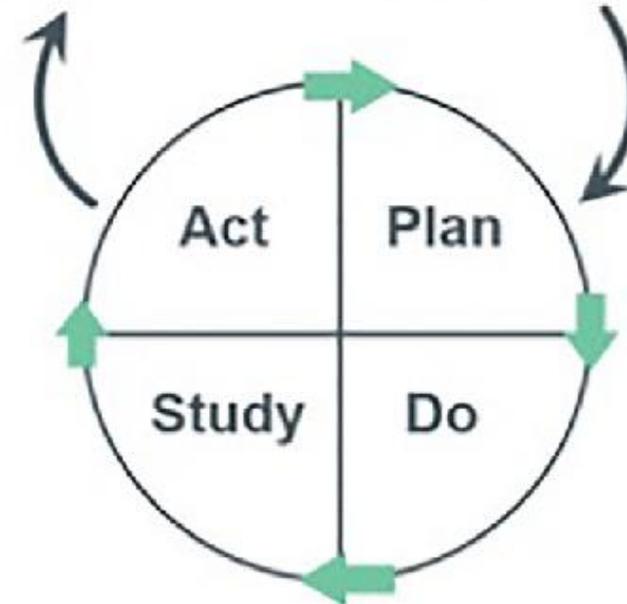


Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?



Web links to references included on slides.

